A Thought for the Future

This building should house the spirit of unity amongst all people. People involved in the program should foster the sense of respect and integrity that unites people and diminishes alienation and exclusion. Our task is to recognize the dignity and beauty of all persons and not to stigmatize any person and or group, for we are united by the common identify of sharing a planet, being humans struggling for meaning, identity and relationship. These are qualities that can be found with each and every person and do not have to be at the expense of any one person or group.

It is enough to place our humanity at the threshold of the doorway of this center and leave outside all the worldly tinsel of identity, worth, stature and significance, four our worth and significance here are in finding the meaningful relationship with each other that promotes dignity, love, and community.

Our responsibility is for each to value the other as our cherished brother or sister. Our ethnic should be to treat others as we want to be treated. In that spirit, welcome to this community.

- Carmen Porco

Mission Statement of the Northport and Packers
Learning Centers

The learning centers are established to promote the educational and employment development opportunities of the residents and members of the surrounding neighborhood. Through accessibility to the latest high-tech equipment, we will work to develop both individualized and group programs designed to meet the needs and interests of the residents. By establishing learning and educational goals and objectives, we will work toward the enhancement of educational opportunities that lead to employment, career development and educational preparedness for both college and trade schools. Through the development of three tiers of computer emphasis, we will work to promote educational programs and opportunities for all grades K-12, college preparation and adult education, and development of employment opportunities and business development.

Context

What is the context of the concept of the Neighborhood Networks?

Our two Neighborhood Networks are part of two large housing developments.

They are housed in two large new Community Learning Centers and are a part of the "Continuum of Service" in these centers. The two housing developments are culturally and racially diverse:

> 31% Caucasian
> 29% African-American
> 36% Asian
> 2% Hispanic
> 2% Native American

The average income is $9,654.00

What do we have in place?

Two 140-unit family housing developments, across the street from one another.
Two large Community Learning Centers
Two large Neighborhood Networks, each with:

- 14 workstations on a LAN, with a high-end file server.
- Four Internet connections
- Three printers
- One HP 4c Flatbed Scanner
- One digital camera
- One VHS camera
- Software
  - Mirroring that of the metropolitan school systems at all grade levels
  - That the country Job Center uses to train clients to move from aid to work
  - Used in the dominant employment business community in both government and private sectors
  - For development of micro business related to various levels of desktop publishing and other service-based types of businesses using large database program

What are the distinctive conditions of the concept's application?

They are part of an integrated housing management systems approach and not a free-standing social service agency.

They are internally funded.

HUD's pro-active stance on developing community and a service-based relationship to residents.

Key Principles

Housing Management as Community Management: Human Services Organization

The Implementation of the Client-Centered Management System™

Hiring residents and training them to operate the community enterprise

Developing the partnership base through the concept of Institutional Mirroring

Clients (residents) providing a community-based service outreach to the larger community

The development of symbiotic service-based relationships

Planning Process

Planning: It is essential to make the distinctions among the concepts, the context, the conditions and the content in planning the Neighborhood Network.

Examination of these same distinction should also apply to the Internal Partners and the External Partners.

Some of the steps involved in our planning process:

- Make an assessment of the community needs and interest levels in potential programs.

- Identify the key players that should be involved in the development of the Mission Statement.

- Develop the Mission Statement as the philosophical and functional foundation of the project.

- Identify the program goals, objectives and key partners identified with the program goals and objectives.

- Identify the resources needed to carry out the program.

- Identify the cycles of the program base and the criteria for performance and evaluation.

- Design a mechanism for individual client development plans.

- Identify the expectations of outcomes.

- Identify the expectations of clients and providers.

Key questions we asked ourselves throughout the planning process:

Why did we decide to get involved and start a center?

Sense of mission in housing management
Providing resources for learning and employment
Integration of human services and housing management
The need for a holistic housing management system

What was your thought process from start to finish in conceptualizing the centers?

What are the diverse needs represented by client (resident) input?

Form of input: resident focus groups and surveys
The underlying mental tone: **actualizing your dreams**

How do we build self-reliance into the design of the program?

Establishing the philosophical framework
- Theory Y of residents/clients
- Client-Centered Management System™

Developing the Mission Statement
Processing ownership into the design of the program
Hiring and training clients/residents to operate the enterprise of the
community and the service base
Development of a Client Development Plan
Integrating the client orientation and annual certification process with the
Client Development Plan

What are the goals of the program identified by the needs?

What are the short-term goals?
What are the long-term goals?

What are the resources needed for the various aspects of the program implementation?

What are the internal resources and how are they controlled and
dispersed?
What are the external resources and how are they controlled and
dispersed?
What are the priorities and issues of the various resource bases?
How do they match what we are projecting?
What are the politics of the resource bases?
How do we develop a volunteer base?

How do we develop into a mainstream organization serving the Larger external community?

What outreach needs to be done in the internal service community to sustain the learning center?

What outreach needs to be done into the external community to sustain and integrate the learning center into the larger community?

> **Philosophical point was to minimize the continual isolation and dependence of the low-income housing residents**
>
> **Broaden the internal base of opportunity to an external base of providing service to the larger community**

What are the software needs to meet the needs identified and the desired goals?

Educational software
Employment software

What are the hardware needs to meet the goals of the center?

How does the software drive the hardware needs?
How do the hardware needs drive the software?
What types of software/hardware are used by the partners and how do we mirror the partnership bases?

What is the organizational context of the center and its programs?

Housing-based
HUD-related

Partners

There are two primary zones of partners: Internal and External

Internal Partners: Those directly involved with the operation of the organization, such as owners, residents, HUD, and management.

External Partners: Various institutions in the larger community: governmental, private enterprise, charitable, and educational.

What are the context and conditions for forming partnerships with community groups?

- Belief in common ground and values
- Compatibility of mission and organizational culture
- Integrative potential of vision and leadership
- Interdependence of resource utilization and strategy
- Flexibility to adapt to differing conditions and contexts

What are the key concepts involved in partnershipping?

- Integration of clients' needs with resource base
- Relocation of power/service bases
- Identification of common ground
- Assessment of types relationships: Legal, partners of conscience, symbiotic service partners

What is the content of the partnering relationship?

- The types of resources that can be brought together
- The types of goals an objectives that enhance the common ground already shared
- An assessment of the organizational culture of partners
- An assessment of performance
- An understanding of the various audiences of power and dependence that each relied on and is conditioned by

Results

Current Partners:

Three tiers of emphasis- Childhood Education, Adult Education and Employment/Business Development- are being diversely and comprehensively addressed through programming with a wide range of community partnerships:

- **Head Start** Partner: Dane County Parent Council
Classes provide early childhood education to 57 children. Three residents employed.

- **Child Care Center** Partner: Dane County Parent Council
One-site day-care for 16 children (plans for expansion). Program employs one resident.

- **GED/HSED Classes** Partner: Madison Area Technical College
Students provide instruction to assist adults to obtain GED/HSED; 16 participants

- **ESL Classes** Partner: Madison Literacy Council
Provides beginning classes in conversational English; 12 participants

- **College for Kids** Partner: The University of Wisconsin/Madison
Lego Logo course combines robotics and computer program writing; 16 participants

- **Title One Book House Club** Partner: Northport and Packers Community
Learning Centers
Reading, problem-solving, math, computers, science, gardening, recreational activities and field trips. 1996 enrollment: 130 children

- **Summer Enrichment Program** Partner: Northport and Packers Community
Learning Centers
Reading, problem-solving, math, computers, science, gardening, recreational activities and field trips. 1996 enrollment: 130 children

- **Safe at Home** Partner: Retired Senior Volunteer Program
Six-week course focusing on home safety issues; 30 youth participated in 1995.

- **E.R.O. (Event + Response = Outcome) Youth Against Violence**
Partner: Dane County Youth Commission
Multimedia projects and publications that provide training on non-violent behavior; 18 children participated.

- **Cops and Kids on Computers** Partner: Madison Police Department
Community Learning Center trains police officers on the Internet to mentor students.

- **Everyone Learns** Partner: Madison Metropolitan School District
School district utilizes computer labs to enhance training for teachers; in exchange teachers provide training to residents and management on various software programs which provide direct correspondence and linkage to the public schools.

- **Packer Community Garden** Partner: Community Action Coalition
Community gardens, plotted on computer, developed and nurtured by youth, individuals and families; 20 participants

- **Public Forums**   Partner: University of Wisconsin Business School
Promote civic involvement through resident participation in forums on public issues.

- **Northport and Packers Neighborhood Jobs Centers**
Partner: Dane County Jobs Center
Focused program of employment preparedness to move from the dependency of Welfare to the self-sufficiency of work; expect 118 participants

- **Peer Mediation Training**   Partner: Briarpatch Counseling Center
Learning to mediate disputes and enhance communication. 7 youth participating.

- **Computer Software Classes**   Partner: John Balwit, Technology Development Instructor
Learning Microsoft Word 7.0, navigating the Internet. Open enrollment.

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Financing

Where does the money come from to build and support the centers?

> The Residual Receipts Fund for social program development

In planning funding, financial planning is an opportunity to develop the internal and external partnership base.

What approach did you take to secure funding from donors?

> Integrating financial partners into your mission and organizational culture: an integrative long-range vision of finance

Lessons Learned

- *Philosophy of service organizations and bureaucracy of service.*
- *Power of symbolic reference*
- *Shortsighted mentalities*
- *Concept of user in statistics*
  The poverty of empowerment